

# Organization

The successful revitalization of the University Village District will be dependant upon the ability of the public and private sectors to work together within the framework of a unified vision. This Urban Renewal Plan is the beginning of a process through which public officials, property owners, property managers, institutions, economic development authorities, and commercial & residential development interests should be engaged to consider their respective roles in the ongoing revitalization effort.

## **Private / Quasi-Public Responsibilities:**

The formation of a new vision will require a well-devised, strategic marketing approach and active and on-going project management. The Clifton Heights Community Urban Redevelopment Corporation (CHCUTC) provides one relevant example of organizational make-up and the roles and responsibilities that an economic development corporation can play in the execution of a revitalization strategy.

The Corryville Economic Development Corporation (CEDC) is already positioned to assume primary responsibility for the advancement of the University Village Plan. Experience gained in implementing the Calhoun Street Marketplace should be shared between organizations as a means to leverage contacts and maximize synergies between projects. The Uptown Consortium, University of Cincinnati, City of Cincinnati, and other public sector organizations should be engaged to provide assistance within the limits of their abilities and respective responsibilities.

**Public Sector Responsibilities:** Strong public leadership and commitment must support a new vision for the University Village area. Planning Commission and City Council must be willing to exercise their legislative powers in a pro-active manner to lay the groundwork for private investment. The issues surrounding public safety must be addressed in a straight-forward, incremental and cooperative manner simultaneous with the action steps listed on the following Implementation Priorities schedule.

# Implementation Priorities

## Short Term Goals & Objectives (1 to 3 years)

	Responsible Partners	Private Sector Developers & Investors	City of Cincinnati	Neighborhood / Civic Organizations	Corryville Community Council	Corryville Economic Development Corporation	CHUCRC	Schottco (or subsequent property owner)	University of Cincinnati	University Village Association / Merchants / Property Owners	Uptown Consortium	Other Public Agencies (Ham. Co. / SORTA / OKI / ODOT)
<b>S1</b>	<i>Establish a Special Improvement District (SID) and oversight authority (board of directors) to spearhead strategic implementation of planning goals and objectives. The SID could include Clifton Heights &amp; be convened by CEDC to assist with:</i>		SF/SA	SA	SF/SA	SF/PA	SF/SA	SF	SF/SA	PF/SA	SA/SF	
	a) administrative assistance, site acquisition and financing. b) "clean and safe" initiatives c) tenanting & recruitment											
<b>S2</b>	<i>Work with Cincinnati Police, Council, and Community Stakeholders to address serious public safety issues which negatively impact residents, district tenanting, and recruitment potential</i>	SA	PA/PF	SA	SL	SA			SF	SF/SA	SA/SF	
<b>S3</b>	<i>Engage community stakeholders in Uptown Transportation Study to determine the most appropriate road configuration at University Plaza, Vine &amp; Jefferson.</i>		SF/SA	SL	SL	SA		SA/SF	SF/SA		PF/PA	SF/PA
<b>S4</b>	<i>Rebuild the MLK intersection to improve visibility and traffic access to Short-Vine, the Hospital District, and the University.</i>		PF/PA		SL				SF/SA		SA/SF	SF/SA
<b>S5</b>	<i>Promote development of new mixed-income housing alternatives throughout the district.</i>	PF/PA	SF/SL		SL	SF/SA			SF	SF/SA	SA	
<b>S6</b>	<i>Promote the development of necessary parking behind and below new housing units. Develop internal courtyards as open space amenities within new housing environs.</i>	PF/PA	SL/SF		SL	SF/SA			SF/SA			
<b>S7</b>	<i>Work with existing tenants and business owners to improve maintenance &amp; upkeep</i>					SA				PF/PA		
<b>S8</b>	<i>Promote private reinvestment into neighborhood housing stock as a means to increase economic diversity within the primary trade area population. Leverage New Market Tax Credits / Uptown Consortium's Revolving Loan Fund to accelerate re-investment.</i>	PF/PA	SF/SL		SL	SA					SA/SF	SF

### abbreviations:

PA - Primary Administrative Responsibility  
PF - Primary Financial Responsibility

SA - Supporting Administrative Interest  
SF - Supporting Financial Responsibility

SL - Supporting Legislative Responsibility

# Implementation Priorities

Medium Range Goals & Objectives (2 to 5 years)		Responsible Partners	Private Sector Developers & Investors	City of Cincinnati	Neighborhood / Civic Organizations	Corryville Community Council	Corryville Economic Development Corporation	Kroger	Schottco (or subsequent property owner)	University of Cincinnati	University Village Association / Merchants / Prop. Owners	Uptown Consortium	Other Public Agencies (Ham. Co. / SORTA / OKI / ODOT/PORT AUTHORITY)
<b>M1</b>	Redevelop the East University Plaza site to restore visibility and traffic to Short-Vine, develop required parking structure, and maintain a viable grocery anchor.		SF	SF/SA		SL	SF/SA	SF/SA	PA/PF	SF		SF/SA	SF/SA
<b>M2</b>	Redevelop the West University Plaza for retail / commercial space, market-rate housing, and associated parking.		SF	SF/SA		SL	SF/SA	SF/SA	PA/PF	SF		SF/SA	SF/SA
<b>M3</b>	Redevelop Kroger's into a 65,000 s.f. or smaller store that abuts Vine Street.			SF/SA		SL	SF/SA	PA/PF	SF/SA	SF		SF/SA	
<b>M5</b>	Implement structured parking, roadway and utility infrastructure improvements that support the University Plaza redevelopment.		SA/SF	SF/SA					SA/SF	SF/SA		SF/SA	SF/SA
<b>M6</b>	Create improved pedestrian streets and intersections to improve walkability & encourage re-investment into residential properties east of Short Vine			PF/PA						SF/SA		SF/SA	SF/SA
<b>M7</b>	Implement wayfinding enhancements that reinforce the civic qualities of the Library, Fire Station and School and establish a more identifiable civic district.			PF/PA		SA	SA/SF					SF/SA	
<b>M8</b>	Redevelop western side of Jefferson (CHUCHRC)												

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# Implementation Priorities

Long Range Goals & Objectives (3 to 10 years)		Responsible Partners	Private Sector Developers & Investors	City of Cincinnati	Cincinnati Public Schools	Corryville Community Council	Corryville Economic Development Corporation	Kroger	Schottco (or subsequent property owner)	University of Cincinnati	University Village Association / Merchants / Prop. Owners	Uptown Consortium	Other Public Agencies (Ham. Co. / SORTA / OKI / ODOT)
L1	Adapt the Schiel School building as a community-oriented arts and cultural facility, senior service center, live-work studios, or market-rate housing.		PF/PA	SF/SA	SF/SA	SL	SA/SF						SF
L2	Work with SORTA and the City Dept. of Transportation & Engineering (DTE) to develop a location for a new mass transit station		PF/PA	SF/SA		SL	SF/SA			SF/SA			SF/SA
L3	Reconstruct Jefferson to promote pedestrian movement between the University & Short Vine. Improvements should include wayfinding enhancements as part of initiative.			SF/SA						PF/PA		SF/SA	SF/SA
L4	Strengthen the east-west connections along University, Daniels, Charlton and Corry by rebuilding the edges with new buildings containing active ground floor uses		PF/PA	SF/SL		SL	SA						SF

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# Funding

In order to capitalize on current interest and momentum, this plan should be actively used in the recruitment of potential private developers and investors. These potential development partners should receive assistance in gaining an understanding of the benefits of public / private partnering. Strategies that reduce risk to private investors are key to successful redevelopment. Project financing and programs that support start-up business are key inducements. Potential sources of investment and business development funding include the following:

Commercial Development Incentives:

- Community Reinvestment Act (CRA) loans
- Tax Increment Financing (TIF)
- Special Improvement District (SID)

*SID's are special assessment districts designed to direct revenues to a variety of supportive services including security, maintenance, marketing, economic development, parking, and special events. Additional information may be obtained from the International Downtown Association at [www.ida-downtown.org](http://www.ida-downtown.org).*

- New Markets Tax Credit (NMTC) Program
- Enterprise Zone Programs
- Job Creation Tax Credits (for company's creating at least 25 new jobs)
- SBA 504 Loans
- SBA Micro loan Program
- Ohio 166 Regional Loan

Community Development Financing:

- Community Development Block Grants (CDBG)  
Eligible projects include those that (1) benefit low and moderate income communities, (2) prevent or eliminate blight, and (3) meet urgent community needs. Funds may be used for public acquisition of property, demolition, housing reconstruction and rehabilitation, and public building projects including civic and recreational facilities, parks, open space, roadway infrastructure, and streetscape projects.
- Clean Ohio Funds (Brownfield Redevelopment) (▪ TEA-21 Transportation Funding
- Local Transportation Improvement (LTIP) Funds
- Nature Works Grants

Financing strategies that can be leveraged toward the redevelopment of the University Plaza Site may be key to the overall redevelopment program due to the potential to effect positive change throughout the Uptown Area.

# Public Safety

On December 1, 2003, a public meeting of the Corryville/University Village Urban Renewal Plan Task Force was devoted to a discussion of safety and social issues that have been identified, over the course of the planning process, as being central to any revitalization strategy. In order to get the widest possible perspective, the larger group was divided into three smaller panels to discuss individual viewpoints and perspectives. Stakeholders were asked to offer their insights on a range of issues impacting the strength and vitality of the commercial district, quality-of-life in the community, and relationships between the community and neighboring institutions.

A diversity of opinions was expressed about the perceptions and realities of safety, the role of the public sector, and specific issues and possible solutions related to creating a more vibrant community and business district. While the range of responses varied among the three groups, they illustrated many of the common goals and universal interests between residents and business interests.

A summary of comments from the meeting is listed as follows:

University Village Urban Renewal Plan

## Downtown Ambassadors



### • personal assistance



*Looking for a place to shop, eat or relax for a while? We can help.*

- advice on shops, cafés & restaurants
- directions to parking & transit
- information on events & attractions

### • eyes & ears of downtown



*During our patrol we watch and listen for any potential disturbance.*

- look out for theft & disorderly behaviour
- inform "Clean Team" of litter problems
- help police reduce crime & panhandling

### • crime prevention



*We don't make arrests, but we effectively deter crime.*

- identify known thieves
- share information with police
- use skills in conflict resolution

### • emergency assistance



*While we do everything to prevent emergency situations, if they do occur we are here to help.*

- provide first aid & CPR
- comfort & assistance for victims & families
- stay with victims until "Help" arrives

*Ambassador programs such as Vancouver, Washington's are a useful tool to improve public safety and promote patronage of area businesses.*

# Social and Safety Issues

## Issue:

- **Cruising / intimidation by young adults and juveniles**

- Lack of crime enforcement

## Potential Solutions:

- Physical changes to promote more vehicular traffic and passive surveillance
- More stringent enforcement of existing laws

Requires true, broad-based community support for enforcement policy, methods, and goals.

Greater political/financial support from Cincinnati City Council & administration

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- **Street Vendors**

- Possible drug activity
- Negative impact on permanent businesses

- Create a "Neighborhood Services Unit" (model after "Downtown Services Unit")
- Create alternative programs and activities for neighborhood and non-resident youths. (Work with "Think Tank" to develop strategies)



# Social and Safety Issues

## Issue:

- **Too Few Police**
  - Lack of funding for desired enforcement



## Potential Solutions:

- More police patrols
- Employ a Special Improvement Districts (SID)

*SIDs can create funding for "Clean & Safe" activities and programs via assessments of private business and property owners within the targeted geographic area.*

(see Vancouver Example)

- Leverage clout / financial assistance from Uptown Consortium
- Discuss possible use of an Institutional safety unit to patrol business district or as "Neighborhood Ambassadors"



# Benefits of a SID District

- Provides financing for programs, promotions, and physical improvements which directly benefit district merchants and businesses.
- Allows a shift of some of the burden of district improvements and maintenance from the City.
- A quasi-public organization formed by property owners who have agreed to an assessment on their property in order to generate revenue for services and capital improvements provided within a defined district.
- Provides a long-term financial base for marketing, capital improvements and management programs.
- Usually, though not always, incorporates entire contiguous business districts, therefore spreading the cost and the benefits of the services among a broad base of property owners and tenants.
- Sixty percent of property owners, or those representing roughly seventy-five percent of the linear footage, must agree to the assessment (amount to be determined by local SID governing board).
- Programs can include:
  - *streetscape improvements & maintenance*
  - *marketing campaigns*
  - *sidewalk snow removal*
  - *commons management*
  - *security & ambassadors programs*
  - *wayfinding & signing program*
  - *parking enforcement and lot management.*

# Social and Safety Issues

## Issue:

- **Disorderly Student Conduct / lack of control and/or sanctions**

## Potential Solutions:

- Involve UC's Student Disturbance Committee

Potential to have neighborhood representation on the committee

UC will develop sanctions / possible revisions to student code of conduct

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- **Perceived Lack of University Support**
    - Lack of event programming
    - Negative portrayal of neighborhood

- Work with UC to program more neighborhood based programs and events. (i.e.: Game-day sports related events, Off-site DAAP or Niehoff Studio / Gallery Space, Pre-lease new or existing office and / or hospitality space, etc..)

# Social and Safety Issues

## Issue:

- Lack of Neighborhood Serving Businesses (at least as important to residents as crime & safety issues)

## Potential Solutions:

- Revitalize University Plaza Site
- Build Bus Transit hub – introduce associated neighborhood convenience, medical, and social service uses

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## Other Issues:

- Decline of owner-occupied single family housing

- Eminent Domain

- Promote “Homesteading” programs and activities
- Introduce new housing along Short Vine, Glendora, Jefferson and available sites adjacent to the business district.
- Work with property stakeholders and development interests to build consensus for project and strategic redevelopment objectives.
- Survey task force to determine interest in pursuing Urban Renewal Option



# Safety Improvement Strategies

## Recommendations:

While a number of universities and other institutions have encountered safety and security challenges similar to those facing the Short Vine District on a typical day or evening, it is difficult to identify another institution that encounters a safety and security challenge comparable to the regular “cruising events” that take place within the district. In speaking with people who deal with security issues for other institutions, it is clear that only highly trained security and community outreach personnel should be used to respond to the safety and security issues raised by these monthly gatherings.

At the same time, it should also be noted that a significant construction period associated with redevelopment of the University Plaza site, street realignments, and other proposed development would cause disruption to traffic patterns for at least two years. Traffic could be managed to discourage large inappropriate gatherings along Short Vine. In addition, directing significantly increased traffic to Short Vine and increasing visibility from Vine Street and Jefferson should make the Short Vine less attractive for these gatherings.

## Case Study Examples:

A number of institutions work closely with city police officials and others to enhance safety and security in neighborhoods and commercial districts that serve university communities. Two examples from the State of Ohio are outlined below:

### ***Ohio State University / Campus Partners, Columbus, OH***

- Community patrol model based on a joint partnership funded by the university and city; current budget is approx \$250k per year
- Program funds 2-person patrols along High Street and in nearby residential areas that walk the streets between 9pm and 3am
- Patrols consist largely of students; they are (clearly) unarmed, but are in contact (walkie/talkie) with the police, who respond quickly to any calls
- These patrols also report obvious building code violations, abandoned vehicles, and other issues that affect quality of life in the university district
- The SID that is currently being planned for High Street will include funding for regular 2-person patrols by non-police employed by the SID.

# Safety Improvement Strategies

## Case Study Examples, continued:

### *University Circle, Cleveland*

In response to considerable concerns about personal safety and security roughly a decade ago, the University Circle police department was established and funded by University Circle's member institutions on a formula basis; Case Western makes by the far the largest contribution.

- The department consists of 25 officers, including a detective and an investigator
- The annual budget is "a couple of million dollars"
- The University Circle police supplement, but do not replace the Case Western police force or other security forces in the area; there is a very high degree of collaboration between the various forces
- Major crime problems were resolved when "problem" taverns on Euclid Avenue were torn down and redeveloped
- The University Circle police also brief incoming students and local business people on crime and safety issues
- In addition to 9 vehicles, the University Circle police also use a 3 wheeled scooter to patrol commercial districts
- The University Circle police also respond to problems created by students living in residential neighborhoods related to noise or similar concerns

# Next Steps

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- *Identify Implementation Actors*
- *Acquire Letters of Support*
- *Conduct Final Public Project Meeting at Community Council (7/26)*
- *Planning Commission & Council review hearings*